

London Borough of Barnet CBAT Business Cases Confidence Level Indicator			
Governance and financial viability			
	High level of confidence	A moderate degree of confidence	Low level of confidence
<b>Section 1</b>	<b>Organisation's legal status and corporate governance</b>		
<b>Organisation's Legal status</b>	The organisation is incorporated and has charitable status	The organisation is a incorporated but is not a charity  Or  The organisation is a charity but not incorporated	The organisation has no legal status
<b>Organisation's vision and objectives</b>	The organisation has a clear vision and objectives  The organisation is clear about its target group  The organisation is clear who will benefit from its services	The organisation has some objectives  The organisation has some idea of who its target group is  The organisation has identified some of the groups who will benefits from its services.	The organisation has no clear objectives  The organisation is not clear who its target audience is  It is not clear who will benefits from the organisations activities
<b>Organisation's corporate governance</b>	The organisation has an elected board of trustees  The organisation has a constitutionally agreed process for election and deselection of trustees <ul style="list-style-type: none"> <li>The organisation holds regular and minuted board meetings</li> <li>The organisation has a regular AGM</li> </ul>	The organisation has a board of trustees but does not have a constitutionally agreed process for election and de-selection of trustees <ul style="list-style-type: none"> <li>The organisation holds irregular board meetings</li> <li>Some meetings are minutes</li> <li>The organisation does not have an AGM</li> </ul>	The organisation has some trustees  There is no constitutionally agreed process for election and de-selection of trustees <ul style="list-style-type: none"> <li>The organisation holds irregular board meetings</li> <li>Few meeting are minuted</li> </ul>
<b>Section 2</b>	<b>Community engagement &amp; participation</b>		
<b>Community engagement</b>	The organisation provides services mainly to the Barnet Community and has a history of delivery  The organisation has demonstrated that it takes the views of the community into consideration in its decision making process	The organisation provides some services and can demonstrate some evidence of delivery  The organisation can demonstrate that it takes some the views of the community into consideration in its decision making process	This organisation has little or no history of delivering services for Barnet residents  The organisation cannot demonstrated that it takes the views of the community into consideration in its decision making process

## Business Case Confidence Level Indicator – Governance & Finance Template

	<p>The organisation's board is made up of members from the local community</p> <p>The organisation currently shares its resources (space) with other community groups</p> <p>The organisation has policies and procedures which tackle all forms of discrimination and bigotry.</p>	<p>There is some community representation on the organisation's board of trustees</p> <p>The organisation has expressed a clear willingness to share its resources (space) with other community organisations</p> <p>The organisation has some policies and procedures which tackle forms of discrimination and bigotry.</p>	<p>The organisation's board of trustees has very little or no representation from the local community</p> <p>The organisation does not wish to share its resources with others</p> <p>The organisation does not have policies and procedures which tackle forms of discrimination and bigotry.</p>
<b>Section 3 Financial management</b>			
<b>Financial planning</b>	<p>The organisation has a clear plan for the future use of its financial resources</p> <p>The plan closely linked to the objectives the organisation wants to achieve</p>	<p>The organisation has some plans for the future use of its financial resources</p> <p>The plan is linked to some of the objectives the organisation wants to achieve</p>	<p>The organisation has limited ideas for the future use of its financial resources</p> <p>The organisation has considered how these ideas link to some of the objectives the organisation wants to achieve</p>
<b>Budgeting</b>	<p>The organisation has a developed forecast of income and expenses which sets out the financial implications of their planned activities</p> <p>They have provided the following budgetary information</p> <ul style="list-style-type: none"> <li>• Annual Income Expenditure budget.</li> <li>• Programme budget.</li> <li>• Project budget.</li> <li>• Investment budget.</li> </ul> <p>The following issues are clear from their budget</p> <ul style="list-style-type: none"> <li>• How money will be spent for the different planned activities.</li> <li>• The extent to which these activities are expected to be funded by donations and grants.</li> </ul>	<p>The organisation has a forecast of income and expenses which sets out some of the financial implications of their planned activity.</p> <p>They have some of the following budgetary information</p> <ul style="list-style-type: none"> <li>• Annual Income Expenditure budget.</li> <li>• Programme budget.</li> <li>• Project budget.</li> <li>• Investment budget.</li> </ul> <p>Some of the following issues have been identified from their budget</p> <ul style="list-style-type: none"> <li>• How money will be spent for the different planned activities.</li> <li>• To what extent these activities are expected to be funded by donations and grants.</li> </ul>	<p>The organisation has a basic forecast of income and expenses which sets out the financial implications of their planned activity.</p> <p>They have some of the following budgetary information</p> <ul style="list-style-type: none"> <li>• Annual Income Expenditure budget.</li> <li>• Programme budget.</li> <li>• Project budget.</li> <li>• Investment budget.</li> </ul> <p>None or very few of the following issues have been identified from their budget</p> <ul style="list-style-type: none"> <li>• How money will be spent for the different planned activities.</li> <li>• To what extent these activities are expected to be funded by donations</li> </ul>

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	<ul style="list-style-type: none"> <li>• How much income is supposed to be generated from sales or services</li> <li>• Whether the organisation will have enough income to cover all expenditure.</li> <li>• When cash will come in and when it will flow out.</li> </ul>	<ul style="list-style-type: none"> <li>• How much income is supposed to be generated from sales or services</li> <li>• Whether the organisation will have enough income to cover all expenditure.</li> <li>• When cash will come in and when it will flow out.</li> </ul>	<p>and grants.</p> <ul style="list-style-type: none"> <li>• How much income is supposed to be generated from sales or services</li> <li>• Whether the organisation will have enough income to cover all expenditure.</li> <li>• When cash will come in and when it will flow out.</li> </ul>
<b>Financial controls and financial governance</b>	<p>The organisation have financial control which ensures that:</p> <ul style="list-style-type: none"> <li>• Assets are not at risk of theft, fraud or abuse.</li> <li>• Financial resources are used effectively and correctly.</li> </ul> <p>The organisation has a constitution and clear rules which sets out :</p> <ul style="list-style-type: none"> <li>• Who can make financial decisions</li> <li>• Who can commit expenditure</li> <li>• Who can sign legal documents</li> <li>• Who is allowed to handle incoming cash and cheques etc?</li> </ul> <p>The organisation has rules which set out:</p> <ul style="list-style-type: none"> <li>• Separation of duties within financial procedures</li> <li>• Verifying accounting records.</li> <li>• Handling cash.</li> <li>• Keeping cash, cheque books, legal documents and valuables in a safe.</li> <li>• Keeping accurate and up-to-date accounting records.</li> </ul>	<p>The organisation have some financial control which reduces the risk of theft, fraud or abused</p> <p>Financial resources are used effectively and correctly.</p> <p>The organisation has a constitution and some rules which sets out :</p> <ul style="list-style-type: none"> <li>• Who can make financial decisions</li> <li>• Who can commit expenditure</li> <li>• Who can sign legal documents</li> <li>• Who is allowed to handle incoming cash and cheques etc?</li> </ul> <p>The organisation has rules which set out some of the following:</p> <ul style="list-style-type: none"> <li>• Separation of duties within financial procedures</li> <li>• Verifying accounting records.</li> <li>• Setting up rules about handling cash.</li> <li>• Keeping cash, cheque books, legal documents and valuables in a safe.</li> <li>• Keeping accurate and up-to-date accounting records.</li> </ul>	<p>The organisation does not have financial control which ensures that:</p> <ul style="list-style-type: none"> <li>• Assets are not at risk of theft, fraud or abuse.</li> <li>• Financial resources are used effectively and correctly.</li> </ul> <p>The organisation does not have clear rules which set out</p> <ul style="list-style-type: none"> <li>• Who can make decisions</li> <li>• Who can commit expenditure</li> <li>• Who can sign legal documents</li> <li>• Who is allowed to handle incoming cash and cheques</li> </ul> <p>The organisation does not have clear rules which set out the following:</p> <ul style="list-style-type: none"> <li>• Separation of duties within financial procedures</li> <li>• Verifying accounting records.</li> <li>• Setting up rules about handling cash.</li> <li>• Keeping cash, cheque books, legal documents and valuables in a safe.</li> <li>• Keeping accurate and up-to-date accounting records.</li> </ul>
<b>Financial reporting</b>	The organisation has a financial reporting	The organisation has a financial reporting process	The organisation has an inconsistent

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	<p>process for internal reporting of financial matter and a different process for external stakeholders as well as the general public.</p> <p>The organisation has the following reporting systems</p> <ul style="list-style-type: none"> <li>• Budget monitoring reports.</li> <li>• Organisational budget.</li> <li>• Project budgets.</li> <li>• Cash Flow reports.</li> <li>• Cash and bank balances, amounts due and owed.</li> <li>• Donor reports.</li> <li>• Annual financial statements.</li> </ul>	<p>for internal reporting of financial matter</p> <p>The organisation has some of the following reporting systems</p> <ul style="list-style-type: none"> <li>• Budget monitoring reports.</li> <li>• Organisational budget.</li> <li>• Project budgets.</li> <li>• Cash Flow reports.</li> <li>• Cash and bank balances, amounts due and owed.</li> <li>• Donor reports.</li> <li>• Annual financial statements.</li> </ul>	<p>financial reporting process for internal reporting of financial matter</p>
<p><b>Capacity to raise funds</b></p>	<p>The organisation has demonstrated that they have the skills and capacity to raise finance.</p> <p>The organisation has recent experience of successful raising fund through</p> <ul style="list-style-type: none"> <li>• Grant applications</li> <li>• Fundraising (asking for donations)</li> <li>• trading (selling goods or services)</li> <li>• investment</li> <li>• leasing or letting land or building(s)</li> </ul>	<p>The organisation has demonstrated a limited capacity to raise finance.</p> <p>The organisation has limited recent experience of successful raising fund.</p> <ul style="list-style-type: none"> <li>• Grant applications</li> <li>• Fundraising (asking for donations)</li> <li>• trading (selling goods or services)</li> <li>• investment</li> <li>• leasing or letting land or buildings</li> </ul>	<p>The organisation has demonstrated an extremely limited capacity to raise finance.</p> <p>The organisation has very limited recent experience of successful raising fund.</p> <ul style="list-style-type: none"> <li>• Grant applications</li> <li>• Fundraising (asking for donations)</li> <li>• trading (selling goods or services)</li> <li>• investment</li> <li>• leasing or letting land or buildings</li> </ul> <p>Or</p> <p>The organisation has a single source of funding</p>